



TENDER FOR BAR AND CATERING SERVICES

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INFORMATION PACK FOR PROSPECTIVE CONTRACTORS SEPTEMBER 2017

NOTE: Closing date for applications Thursday 5th October 2017

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BACKGROUND TO THE OPPORTUNITY

Over the past 18 months the Council of Aboyne Golf Club has been working in collaboration with our governing body 'Scottish Golf' (SG) to review the existing structure, workflow, performance and revenue streams of the club. The objective being to determine future requirements and formulate a business plan for the club to ensure its long-term growth strategy is met. As part of this process, SG used their business planning tools to survey the Aboyne membership to determine what they want from their club across a range of service lines.

In conjunction with this strategic review, Council have also surveyed the members to get a clearer understanding of the membership composition, their playing habits and expectations from being a member of Aboyne GC.

The Council of Aboyne GC have identified areas for streamlining operations to ensure we can service our members and visitors needs whilst operating prudently within our tight financial parameters. Council have formulated a future operating model for the club which includes the outsourcing of Catering and Bar services to help drive the growth of the club in 2018 and beyond.

This detailed briefing document for prospective contractors has been devised as a result of that strategic review. The resident caterer has chosen not to bid for this extended contract and has submitted their three-month notice period which concludes on 31st October. The opportunity is therefore available from 1st November 2017.

LOCATION

Set in the heart of Royal Deeside, Aboyne Golf Club sits on the eastern edge of the historic Cairngorms National Park and is truly a captivating setting for golfers offering a memorable challenge.



Some 30 miles West of Aberdeen on the A93, the route is popular for tourists with the adjoining 'Queen Victoria' trail leading to the royal residence at Balmoral. The area also attracts visitors as part of the Grampian 'Castles and Whisky Trail'.

Aboyne is around one hour from Aberdeen International Airport with connecting flights to most UK airports and the European hubs of Amsterdam, Frankfurt and Paris. It is well served to various Scandinavian countries and the US Eastern seaboard with flights through Iceland.

The Central Belt of Scotland is around two-hours away with dual-carriageway along the A90 through Dundee or the more scenic route over Braemar on the A93. Inverness is also around two-hours north over the Cairngorm plateau. The nearest railhead is Stonehaven some 30 minutes away from Aboyne.

CLUB OVERVIEW

A private members Club, Aboyne is the oldest on Royal Deeside established in 1883. Originally founded on Aboyne village green, the course moved to Formaston Park in 1905 and was developed by renowned architect Archie Simpson. The layout remained virtually the same from 1913 until new holes on the back nine were added in 1990 by designer Martin Hawtree.

The Club has a membership of around 630 drawn from all walks of life and is considered to be very friendly and welcoming by visitors. It is very much an all-inclusive and family orientated club being part of the local community. The membership is long-serving and loyal with a sizeable number of members commuting out to Aboyne from Aberdeen to play their golf such is the high regard the course and club are held in.

Renowned as one of the best maintained, varied and challenging inland courses in the region, we have a growing reputation and standing as a destination for international golfers in addition to servicing our existing membership and visiting parties.

The Men's section holds competitions Wednesday and at weekends which are well attended. The men's team has been successful in winning the Deeside League in the last few seasons.

The club also has a very active Men's Senior section which competes on a Tuesday and regularly plays matches against a host of other clubs in the region.

The ladies section holds competitions Wednesday and at weekends. This year our ladies won the Aberdeenshire County 'Watt Duffus' trophy.

The club has an active junior section playing their competitions on a Tuesday night and Sunday afternoon attracting upwards of 40 youngsters. They participate in the North East Junior Pennant league and reached the regional finals in 2016. We are fortunate to have several juniors – both male and female - who have progressed on to represent the club at regional and national level. A number have elected to make a career in the sport and have or are now studying in the USA on golfing scholarship.

MEMBERSHIP OF BODIES

Aboyne is an affiliated member of Scottish Golf (SG). The club has worked hard over the last couple of years to enhance its relationship with the governing body and has utilised the full range of business support services and planning tools provided by SG.

The club also supports the recently rebranded regional Destination Management Organisation (DMO) 'VisitAberdeenshire'. In this capacity, the club has representation on the 'Golf Industry Board' which is tasked with setting the future strategy and subsequent promotion of golf in the region. In addition, the club is a corporate member of the Aberdeen & Grampian Chamber of Commerce (AGCC) promoting the club to visiting societies and parties from the Oil & Gas sector and other industries from the region.

THE CLUBHOUSE

The original clubhouse was replaced in the 1970's and offers panoramic views around the course and the adjoining Royal Deeside valley. It has one large upstairs room featuring a bar area and adjoining seating and dining for around 90 people.



An internal refurbishment of the bar flooring, stairwell carpeting and gents and ladies' upstairs toilets has recently been completed by the membership. Painting of the internal lounge area and removal of dated curtains now means the room has a much lighter feel to it. A large outside patio area offers spectacular

views across the course and Aboyne Loch as well as towards the Lochnagar mountain range.

THE KITCHEN FACILITIES

The kitchen is fitted with industrial hobs, oven, range and food preparation areas as well as an upright freezer. It covers an area of approx 8 x 5metres. There are extractor hoods with limited natural ventilation but plenty of natural light. An adjoining beverage making and crockery area leads out in to the main dining area. There is an additional secure food storage area downstairs with chest and upright freezers as well as shelving for perishables.



The kitchen was registered with Aberdeenshire Council on 11th June 2009. It was last inspected by the local Environmental Health Officer from Aberdeenshire Council on 16th February 2016. A FHIS 'Pass' Certificate was issued.

At its peak, the kitchen has produced 530 meals in one day for a major 'Scottish Golf' event. Normal customer demands tend to be for fast, fresh and modest priced soups, sandwiches and hot snacks either before or immediately after playing. There is

also a fixed lunch and dinner menu option for visiting parties which can be up to 40 players descending for one sitting: outings are typically on a Thursday or Friday. In addition, there is occasional more formal dining for members and their guests as well as visitors on a regular week night.



A range of themed social evenings, private parties, Christmas lunches etc.... also ensure a busy 7-day catering operation during the main golfing season. During the quieter winter months the club has come to an agreement with the existing caterer to reduce the service hours and days of opening as it was not financially viable to operate and incur staff, heating and light costs. That said, we are open to negotiation with the new contractor to see if they want to extend the hours of operation.

On appointment, the service provider would assume responsibility for registering the premises with the local authority. The contractor will ensure full compliance with an established Food Hygiene Information Scheme in place with a documented working Food Safety Management System monitoring records.

PRIVATE MEETING AND DINING ROOM



Adjacent to the bar area is a private meeting room which can also double up as a private dining room. It has a large wall-mounted TV screen for showing presentations.

The room can seat up to 16 people. It has panoramic views over the finishing 18th hole with direct access to a sheltered outdoor seating area.

BAR

Aboyne GC holds two bar licences. The registered 'Premises' Licence was issued by the South Aberdeenshire Divisional Licence Board on 7th February 2010 and lasts for 10 years. Reference: AB-S-P184.

The 'Personal' Licence Holder is the current Bar Manager Charles McIntosh. The licence was issued by the Aberdeenshire South Licence Board on 1st September 2009 and expires on 31st August 2019. Reference: AB-S-0157.

The club can submit up to 12 'Occasional Licence' requests to the Licencing Board in a calendar year for extension to normal hours or to hire out the club to external parties.

Presently the club employs one full-time and one part-time member of bar staff. AS part of this outsourcing arrangement the Transfer of Undertakings (Protection of Employment) Regulations (and/or any superseding or amending legislation thereto) will apply.

Normal authorised bar hours are: -

Sunday to Thursday 11AM to 11PM.
Friday and Saturday 11AM to 12midnight.



During the quieter winter months, the club reduced its hours and days of opening as it was not financially viable to operate and incur staff, heating and light costs etc... That said, we are open to negotiation with the new contractor to see if they want to extend the hours of operation. We will agree revised opening hours with the service provider on appointment.

On appointment of the contractor, the service provider would assume responsibility for the correct application and maintenance of all Premises, Personal and Occasional Licences ensuring they will be 100% compliant with the stipulated governing rules of operation. The licence will be in the name of the Golf Club and will remain with the club albeit the contactor would be formally nominated as the "Designated Premises Manager". The contactor would incur the costs when applying and renewing licences.

The club operates a bar card credit system as part of the integrated subscription software package known a 'ClubV1'. The electronic Point of Sale package is known as 'Merlin Touch' and can be linked to the catering orders although that is not currently in place at Aboyne. As we move to an outsourced bar operation, we will discuss the practicalities of operating the Merlin Touch system.

Currently the club has a commercial arrangement with Belhaven Brewery to supply a range of draft keg beers to the club at discounted rates. This is linked in to Belhaven's sponsorship of golf events and tee signage at the club and we will retain this arrangement for the the duration of the current 3-year contact period. The club also has a local preferred supplier arrangement with retailer Strachan's of Deeside supplying spirits and soft drinks. As Strachan's are a sponsor of the club we would prefer to maintain this supply relationship.

THE CHALLENGE AND OPPORTUNITY

With a renowned reputation as one of the best maintained, varied and challenging inland courses in the region, we have a growing reputation and standing as a destination for international golfers in addition to servicing our existing membership and visiting parties.

As we prepare for the 2018 season, we seek to appoint a suitably qualified and respected Caterer to manage the Food and Beverage operation of the club. It is vital you have the same vision, values, enthusiasm and drive as the Club Council.

The overall objective is to deliver a cost-effective, efficient bar and catering service to members and guests establishing our course and its accompanying hospitality as a preferred golfing destination of choice in a highly competitive marketplace.

Under our current constitution as a private members club we are restricted to allowing a member to sign in up to three guests; however, Council see clear scope to broaden our service offering to the local Aboyne community and increase our social membership numbers significantly. We would look to the nominated caterer to explore these opportunities with the Council.

As this is a significant customer-oriented role, it is essential to have a strong business aptitude and passion for hospitality providing a level of service in which attention to details is paramount.

The role offers an exceptional opportunity to be your own boss and establish your own reputation and standing as you will be the focal point for all bar and catering activities at the club.

Whilst not exhaustive, we would envisage the following key responsibilities commensurate with this appointment: -

- Executive responsibility for the day to day management and administration of all bar and catering operations within the parameters of the Club's business plan and approved budget.
- Provide a first-class catering service to members, societies and visitors consistent with the standards, policies, procedures and ethos of the Club.
- The service provider shall not delegate their responsibility to deliver service to any other party without prior consent of the club.
- Establish and maintain robust management tools, metrics and reporting structures to ensure the effective running and reporting to Council of all areas of bar and catering operations.
- In collaboration with the Club Council devise and implement pro-active marketing tools, both internally and externally, aimed at attracting members and visitors to us the facilities of the club. Ensure all promotional activity is properly structured, communicated and delivered to the highest order.
- Recruit and employ a bar and catering team ensuring they are suitably qualified to perform their duties maintaining a professional and welcoming approach always. The Service provider shall procure that all persons engaged in the provision of the Services: -
 - Are properly trained and adequately supervised enforcing consistent customer service standards;
 - Have a current Immigration Check and are eligible to work in the UK;
 - Have all skills required for the performance of the Services for which they are engaged;
 - Wear appropriate uniforms
- Work with respective sub-committees in the club in the hosting of competitive golf and visiting societies.
- Secure, protect and maintain all Club assets.
- The service provider shall observe the highest standards of hygiene and safety in the delivery of the service and shall ensure that catering facilities are subject to food hygiene and working environmental audits at least once every 12 months and provide a copy of such audit reports to the club. The Service provider shall comply with all current and future legislation not limited to the following: -
 - Food Safety Act 2006. The European Communities Act 1972
 - The Food Hygiene (Scotland) Regulations 2006
 - Community Regulation (EC) 852/2004 – The Hygiene of Foodstuffs.
- All Service providers must demonstrate that they maintain and operate an effective HACCP system throughout the catering cycle. The club reserves the right to audit these on a random basis to ensure the highest standards are achieved at all times. Service providers must ensure records of temperatures are kept for all storage, production and service areas on an

on-going basis. All visits, reports and actions required by the local Environmental Health Officer must be immediately notified to the club.

- The service provider shall ensure that there are appropriate payment systems e.g. cash, cashless, PDQ, and are responsible for the entire installation & management of systems which shall include all cash handling, transportation and resulting security requirements. The club shall have no responsibility or liability for this activity at any time.
- The service provider is responsible in gaining the appropriate licences and permissions from statutory authorities to produce food, serve alcohol and generally trade at the club.
- The service provider shall demonstrate through delivery of the services that management of its own staff is an exemplar in terms of Health and Safety best practice. The service provider shall take all practicable steps to ensure that the premises under their control shall comply with all Health & Safety legislation and any other statutory obligations always.

These lists of responsibilities, duties and tasks are not exhaustive, and may be revised or extended by the Council as may reasonably be required from time to time.

We would wish to appoint the contractor for an initial two-year period from date of commencement. The contract may be terminated giving three-month's notice, in writing, by either party. Failure to comply with this will result in the franchisee being charged for any subsequent costs the club incur in sourcing an alternative provider.

An initial six-month probationary period will apply with an immediate termination clause. The service provider in conjunction with the club shall undertake a joint review after six-months service specifically to review member and customer feedback with a view to implementing improvements where required.

As part of the clubs' aim to ensure collaborative partnership working with the service partner in terms of all the Service delivery, a monthly meeting will be scheduled with the club. The club shall seek to ensure continuous improvement through the Service Delivery.

THE LIKELY CONTRACTOR

The successful contractor will openly display a customer-orientated approach with a flexible 'can-do' attitude. Amongst the many attributes the successful contractor would likely demonstrate are: -

- An impressive quantity of energy with a clear passion to deliver a first-class catering and bar service. A practitioner who possesses the necessary vision to develop the club and its reputational standing over the foreseeable future based on a continuous improvement ethic.
- Possess an entrepreneurial and creative spirit. Demonstrate a highly visible, proactive and personally involved management style with a 'hands-on' and flexible approach. An enthusiasm for providing customer and/or member satisfaction at all levels and ages is paramount.
- Prior experience as a manager of catering services and facilities in an equivalent environment demonstrating a strong track record of providing service excellence to members and visitors.
- Substantive and verifiable evidence of improving the profitability and value of an equivalent scale catering operation based on sound business acumen and financial literacy.
- The ability to produce, manage and present monthly operations and financial reports against agreed budgets and KPIs.

- A good working knowledge of marketing and media channels with an aptitude to develop social media visibility in all aspects of our business. Competent IT skills. Proficient with email, internet and Microsoft Office applications.
- Excellent command of oral and written English. First class communication and diplomacy skills coupled with an understanding of confidentiality and ability to practice it.
- A flexible outlook and approach to working hours with a supportive sense of humour.

To be considered contractors will preferably hold the following: -

- Attended an 'Elementary' and preferably 'Intermediate' level Food Hygiene course holding a recognised qualification in Food, Nutrition and Health, accredited by the Royal Environmental Health Institute of Scotland (REHIS)
- 'Disclosure Scotland' clearance and possibly completed an appropriate Child Protection course. You may be asked to undertake a Criminal Records Bureau (CRB) check or equivalent.
- Preferably hold full and current HSE and First Aid at Work Certificates.

TENDER SUBMISSION

The closing date for tender submissions is 5PM on Thursday 5th October. Interviews will be conducted near Aboyne Golf Club week commencing 9th October. As part of the appointment process, there will be an opportunity to view the clubhouse facilities if contractors are unfamiliar with the layout and resources.

We would hope to conclude a formal agreement with signed head of terms to our preferred contractor by 16th October 2017. The appointment will be subject retrospectively to, and dependent upon, the receipt of references and the carrying out of relevant 'Disclosure Scotland' checks for child protection requirements.

The successful contractor should be able to commence by no later than 1st December 2017, or earlier if possible. Unsuccessful contractors will normally be notified by email as soon as possible after the successful contractor has indicated their acceptance of the position. The Club reserves the right to shortlist only those who in the opinion of the Club best fulfil the requirements of the position and to raise the essential requirements to facilitate shortlisting if necessary.

The service providers response to this tender should include all information that is pertinent to its ability to service the club's requirements. We would envisage that the tender submission would include: -

- A covering letter outlining your credentials and justification why you should be awarded the contract.
- Copies of CVs for the key personnel who will deliver this contract.
- Supporting educational and vocational training certificates.
- The names of two referees who will testify for your suitability, experience and competence.
- Sample menus should be presented as part of the submission including sample prices. In addition, a tasting session may be required for selected members of the club to assess the standard and quality of the food presentation.

- Proposed Bar pricing strategy must be presented as part of the submission. Note: tariff sovereignty remains with the club and will be reviewed at appropriate frequencies (minimum annually) between the service provider and club.

In addition, the club will need to be satisfied of the financial stability and probity of the service providers business and will undertake further credit checks of shortlisted bidders.

We are open-minded on how the club is remunerated for the lease of our bar and catering facilities. We would like to explore rental and profit-sharing models or any other creative options contractors may wish to suggest as part of their tender submission. The commercial risk shall ultimately sit with the service partner.

Any assumptions that have been made in respect of responding to this tender should be outlined in the response documents.

Prior to the closing date for submission, the club may issue amendments to clarify, modify or add to the request. A copy of each amendment will be issued to each bidder and shall become part of the request.

Please note that Aboyne Golf Club will not be responsible for any expenses or losses incurred by the bidder in relation to the preparation of its response to this request.

The basis for award of the Agreement is the most effective, customer centric, service based solution based on the following evaluation criteria: -

Price & Commercials:

Suggested remuneration / profit-share or another creative commercial model submitted by contractor

Menu pricing (*based on best value for customers*)

Quality: Menu Selection (*preparation, Resources, Service methods, menu selection, KPI's*)

Systems: (*Quality, Environmental, health & safety, risk assessments, waste minimisation*)

Innovation & Partnership (*developing & maintaining effective partnering with Aboyne Golf Club demonstrating a continuous improvement culture*)

Submissions should be sent to :- aboynegcmarketing@gmail.com by 5PM Thursday 5th October 2017

Aboyne Golf Club Council

25th September 2017

SCOPE OF WORK

The outlined scope of work below will form the binding contract with the chosen provider

Services:

1. From November to the opening of the season (1st April), the Franchisee will provide at least a minimum catering service of morning coffee and lunch on a Wednesday with a full service, on a restricted menu, on Saturdays and Sundays.

The Club would welcome a catering service used to its full potential and as such supports all efforts to provide an extended service beyond the above arrangements.

- From the opening of the season (1st April) to the end of October the Franchisee will provide daily, from 9.00 a.m. until 8.00 pm (Opening and finishing times are flexible subject morning coffee, lunch, afternoon tea and evening meals, with snacks at other times to House Convenor approval, a catering service to include breakfast,
- Earlier/later service of meals etc. to compliment events such as Club Matches, Open Tournaments, Major Competitions, Visiting Parties etc. will be required on occasions. Notice of these events will be passed to the Franchisee as early as possible.

Note: There may be social events out with the above contract and held within the Clubhouse. (Annual Dinner Dance, Winter Socials, etc.). In this event Aboyne Golf Club shall contact the Franchisee as soon as possible prior to the event to establish availability of catering. Aboyne Golf Club shall not contact any other source for the provision of an ad-hoc catering service until the existing contractor's non-availability is confirmed.

- 2.2 The Franchisee will provide a sufficient quantity and variety of food to the reasonable satisfaction of Council. The quality and range of food will not vary from a high standard. Whilst not wishing to prejudice the commerciality of the caterer's service, the Club reserves the right to review menus, prices and advertising from time to time.
- 2.3 Aboyne Golf Club will provide a sufficiently equipped kitchen to meet the appropriate regulations for operating a Catering Service Facility. The Franchisee may supply additional light catering equipment, crockery and cutlery at their cost to supplement the foregoing.
- 2.4 The Franchisee will maintain a supply of Table cloths and Napkins which must be of a high standard.

3. Hygiene and Cleaning:

- 3.1 The Franchisee will operate the catering service in compliance with all applicable laws and regulations.
- 3.2 The kitchen must be left in a clean and tidy condition at the end of each working day. Catering staff are responsible for the removal of all crockery, utensils and condiments from the lounge area after use.
- 3.3 Bar and Catering staff are responsible for the cleaning (sweeping) of the carpet in the Dining area of the Clubhouse, on an as required basis and at the end of each working day. Presentation of the Dining area is the responsibility of the catering staff.
- 3.4 An inspection of the kitchen will be made at regular intervals by the House Convenor and nominated representatives from the club council to ensure the highest standards of

cleanliness and hygiene are maintained. The club will also invite the Food Hygiene Inspectors to visit the club if they have any causes for concern.

4. Personnel:

- 4.1 The Franchisee will be responsible for the employment of bar staff, chefs, waiting staff and any other assistants as may be necessary for the provision of catering and bar services.
- 4.2 The Franchisee will be responsible for ensuring that anyone handling or serving food is familiar with hygiene regulations and is dressed in a manner acceptable to the Club.
- 4.3 Smoking is strictly prohibited within the Clubhouse. The designated smoking area is on the back balcony outside the door to the back room.

5. Independent Contractor:

- 5.1 The Franchisee will be self-employed and deemed to be an independent contractor, not acting as agent or employee of the Club. The Club will not be held liable for any claims, liabilities, damage or loss of property or injury to the Franchisee's staff. The Club will not be responsible for any liability between the Franchisee and HM Customs.

6. Assignment:

- 6.1 The Franchisee will not assign or sublet any part of the bar and catering services.

7. Franchise Fee:

- 7.1 The Franchisee will be responsible for the payment of all gas and electricity consumption in the kitchen as recorded on the agreed meters.

8. Profit:

- 8.1 The Franchisee will be entitled to receive all income and profit deriving from the bar and catering services.

9. Miscellaneous:

- 9.1 No payment will be made by Aboyne Golf Club to the Franchisee in lieu of golf course closure howsoever initiated or any cancellation made by a visiting party.

N.B. It should be noted that it is the express intention of the Club to make the golf course available for play as much as is practicable. Therefore, any closure must be essential and accommodated accordingly. In the event of exceptionally bad weather conditions, any decision to close the kitchen and bar should be arranged through the House Convenor, President or Vice President or any other nominated member of the Club Council.

- 9.2 The House Convener acts as the Aboyne Golf Club Representative, with the full authority of the Council and will be the single point of liaison on all matters between the Club and the Franchisee. In the absence of the House Convenor, any problems should be reported immediately to the Vice President or President.

- 9.3 Should the Franchisee have any complaints or grievances, these should be put in writing to the House Convener AND copied to the Golf Club President.

10.0 Vacation at Termination of Contract:



- 11.1 On termination of contract the Franchisee will, prior to vacating, ensure that the kitchen and all fittings, equipment, appliances, utensils etc. will be cleaned and left in a neat and usable condition. Any costs incurred because of failure to comply, will be charged to the Franchisee accordingly.